

# Advanced Leadership Course

## Monday, PM, Part 1

### Scope Management

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<http://perisic.com/pmg>

# PMBOK® Processes in Scope Management

- Plan Scope Management
  - Collect Requirements
  - Define Scope
  - Create Work Breakdown Structure
    - Discussion: WBS, PBS, SBS.
  - Validate Scope
  - Control Scope
- } Discussion: Scope Creep

# Project Management Processes (Initiation)

## Project Management Plan

Initiation

Scope  
(definition)

WBS

Cost  
(estimates, ...)

Time  
(activity diagrams, ...)

Human Resources  
(RACI matrix, ...)

- Also to consider: Quality, Risk, Communication, Procurement, Integration (PMBOK® knowledge areas)

## The Work Breakdown Structure (WBS)

- Used as a basis for a number of processes in particular to produce the subsidiary plans of the Project Management Plan.
- The WBS is a **deliverable-oriented hierarchy** of decomposed project components that organises and defines the total scope of the project. The WBS is a representation of the detailed project scope statement that specifies the work to be accomplished by the project.
- The elements comprising the WBS assist the stakeholders in viewing the end product of the project.
- The work at the lowest-level WBS component is estimated, scheduled, and tracked.

## Example WBS

- Redecorate Room
  - Prepare materials
    - Buy paint
    - Buy a ladder
    - Buy brushes/rollers
    - Buy wallpaper remover
  - Prepare room
    - Remove old wallpaper
    - Remove detachable decorations
    - Cover floor with old newspapers
    - Cover electrical outlets/switches with tape
    - Cover furniture with sheets
  - Paint the room
  - Clean up the room
    - Dispose or store left over paint
    - Clean brushes/rollers
    - Dispose of old newspapers
    - Remove covers

- Focus on the product to be delivered and not on the work to do.
- Features prominently in PRINCE2® “product-based” approach.
- Redecorated Room
  - Removed old wallpaper
  - Clean room
    - Cover for furniture
    - Cover for electrical switches
    - Newspapers to cover floor.
  - Paint
    - Paint on wall
    - Leftover paint
  - Management products
    - Ladder
    - Brushes and rollers

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## “Scope Breakdown Structure” (Max Wideman’s approach)

- Geographically discrete components
- Time based phases and stages
- Intermediate or final major deliverables
- Discrete structural, process, system or device components
- Deliverable elements that can be associated with distinctive types of people-skills or resources
- **After that, break down the work as in the WBS**

Recommended  
Reading!

<http://www.maxwideman.com/musings/wbswar.htm>



# Scope Breakdown Structure

(Max Wideman redecorates a room)

- Redecorated Room
  - Painted wall
    - Buy paint
    - Buy ladder
    - Buy brushes or rollers
    - Paint room
  - New curtains
    - ...
- Content Family
  - A clean room
    - Cover floor with old newspapers
    - Cover electrical outlets/switches with tape
    - Cover furniture with sheets
  - Dinner in a restaurant
    - ...
  - Decision on colours
    - ...

■ Note the noun phrases on the top levels (scope breakdown) and the activities on the lower levels!



# Scope Creep

One of the main reasons for projects to **fail**.

# Scope Creep – What is it?

- Scope creep is defined as adding features and functionality (project scope) without addressing the effects on time, costs, and resources, or without customer approval. (PMBOK)
- Other definitions:
- “Scope creep is the piling up of small changes that by themselves are manageable, but in aggregate are significant.”
  - <http://management.about.com/cs/projectmanagement/a/PM101.htm>
- “Scope creep refers to the change in a project's scope after the project work has started. Typically, the scope expands by the addition of new features to an already approved feature list.”
  - <http://www.mariosalexandrou.com/definition/scope-creep.asp>

# Scope Creep – Possible reasons

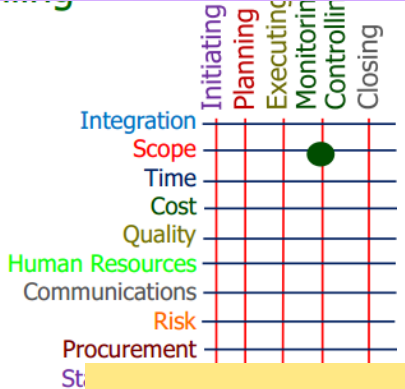
<http://kuntalthakore.wordpress.com/2009/11/05/scope-creep-how-should-project-manager-deal-with-it>

- Poor implementation of change control.
- Incomplete gathering of requirements before project execution begins.
- Insufficient involvement of critical stakeholders (including customer)
- Lack of support from executive sponsor and enforcement power in project manager

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## Central to avoid Scope Creep, is the process "Validate Scope"

11 Scope Management, Monitoring and Controlling  
5.5 Validate Scope



- **Input:**
  - Project management plan
  - Requirements documentation
  - Requirements traceability matrix
  - Verified deliverables
  - Work performance data
- **Tools & Techniques**
  - Inspection ←
  - Group decision-making techniques
- **Output:**
  - Accepted deliverables
  - Change requests
  - Work performance information
  - Project document updates

Inspection is an essential part of Project Management

Note the difference between 'scope creep' and 'scope change'

not ok

ok

# How to avoid Scope Creep

- Seven steps to avoid Scope Creep:
  - [http://articles.techrepublic.com.com/5100-10878\\_11-1045555.html](http://articles.techrepublic.com.com/5100-10878_11-1045555.html)
- Eight Tips on How to Manage Feature Creep
  - <http://sixrevisions.com/project-management/eight-tips-on-how-to-manage-feature-creep/>
- Ten Ways to Stop Scope Creep in Your Web Design Project
  - <http://www.clecompte.com/stop-scope-creep-web-design-project>
- Illustrations of Scope Creep
  - <http://images.google.co.uk/images?q=scope%20creep>

# Summary

- Scope Management Processes
- Importance to break down stuff:
  - WBS, PBS, SBS
- Scope Creep